

22 November 1974

Mr. Rodriguez:

In your absence Friday I showed the
attached letters from Harvard to [REDACTED]
(I have also notified the DDI and DDO
Training Officers.)

25X1A

Perhaps you would like to send something
along the lines of the draft attached to
Harvard.

25X1A

25X1A

*26 Nov 74
advised.*

Joseph O'Donnell w/DTR

19 December 1974

[Director for Program Management Development - Harvard University]

TATINTL

DTR : I got your letters to [REDACTED] and I fully appreciate your reasons for not taking our people, but I am trying to give as complete and thorough an explanation to our people as I can of exactly why they were turned down for the Program.

Mr. O'D: Well, our applications are increasing and our classes are decreasing. We have decreased capacity 30% and applications are up 30%. The economy has taken a funny turn in this regard. People are anxious to send their employees to more training. We had to turn down 200 applications this time; 100 of which really hurt us. We have to look more closely to make sure now that the people we accept are operating people and will bring a functional skill into the program and, therefore, will get more out of the program that they can use on the job when they return. Both of your guys -- especially [REDACTED] -- fit the mold salary wise, etc., but they obviously do not carry out the kind of functions that would enable them to take this course and get a great deal out of it that they could take back with them. Do you understand what I am getting at? Both your guys have excellent qualifications. We have had problems with the Post Office, Commerce, and people running larger offices. Things have changed here and many of the people we would have selected previously we are having to take a harder look at -- simply because of space and in terms of what the Program can do for them and their offices. Given the constraints we have here, what we are looking for is line people.

STATINTL

DTR: That is fine, what I am really trying to find out is why this happened. I would like to know if we are presenting the best possible case for our people -- putting them in the best light possible.

STATINTL

Mr. O'D: Yes indeed, in fact, I would say that you obviously have -- that is how we came to determine that [REDACTED] were not quite right for the Program. We might have, for example, 150 managers -- people who fit the mold -- say, financial specialists, 11 years in the company. One advantage they are to the Program is that they will become perhaps general managers in the company. We really do like to have people from the Government, and we want to see you sending individuals who can take something from the course and use it. It is simply a question of making the proper decisions in selecting the best person to send to the program.

DTR : You know we are a little sensitive to the kind of image we project. We wondered if maybe they were turned down because we are who we are.

Mr. O'D: No, that is definitely not the case. If you can come up for a day and look at the participants, there is a session beginning 9 February and another one on 14 May, I would be happy to spend the day with you. We are happy to have Government people and especially from your Agency. We would not want a relationship which we have enjoyed for many years to end simply because of that misunderstanding.

DTR : Well, I might take you up on that sometime.

Mr. O'D: Get me a person who fits the mold and I assure you that we will take him in the Program. I am glad that you called me, but I think it would be better if you could come up here; then you can see the setup for yourself and be better able to pick the guys that would benefit from our program. It's a good one.

Mr. O'D: We are proud to have people from the Government, especially the CIA.

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ACTION		DIRECT REPLY	PREPARE REPLY
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Remarks:			
<p>O'Donnell impressed me with his sincerity in this matter and I came away with the conclusion that we can get people into this program if we stick closely to the line manager.</p> <p>AR</p>			
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Hazel							
Anne	<u>3</u>	<u>1/7</u>	<u>ul</u>				
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COMMENTS: _____

FOR PM FILE

*Thanks for showing me — this is
 kind of incredible!
 (Wonder about Aug. 1?)*


*(What are we doing with
 the extra dough?)*

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 25X1A

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Remarks: <p style="text-align: center;">O'Donnell impressed me with his sincerity in this matter and I came away with the conclusion that we can get people into this program if we stick closely to the line manager.</p> <p style="text-align: center;">AR </p>			
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(40)

30 December 1974

25X1A

[REDACTED]

Per a request from DTR
today, would you please make
copies of the attached and
distribute to all TSB members.
Also, please send a copy to
[REDACTED] Thanks.

25X1A

Karen

Att: Transcript of telephone
conversation between DTR and
Mr. O'Donnell of 19 Dec 74;
yellow routing sheet (blank adse)
from DTR dtd 12/30/74.

12/31/74. Done - MAG